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Country programme recommendation**

Guatemala

Addendum

Summary

The present addendum to the country note submitted to the Executive Board at its first regular session of 2001 contains the final country programme recommendation for Board approval.

It contains a recommendation for funding the country programme of Guatemala which has an annual planning level of $1,000,000 or less. The Executive Director *recommends* that the Executive Board approve the amount of $4,639,000 from regular resources, subject to the availability of funds, and $25,750,000 in other resources, subject to the availability of specific-purpose contributions, for the period 2002 to 2006.

* E/ICEF/2001/12.

** The original country note provided only indicative figures for estimated programme cooperation. The figures provided in the present addendum are final and take into account unspent balances of programme cooperation at the end of 2000. They will be contained in the summary of recommendations for regular resources and other resources programmes for 2001 (E/ICEF/2001/P/L.73).

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Basic data[a] *(1999 unless otherwise stated)*	
Child population (millions, under 18 years)	5.7
U5MR (per 1,000 live births) (2000)	59
IMR (per 1,000 live births) (2000)	44
Underweight (% moderate and severe)	24
Maternal mortality ratio (per 100,000 live births) (1995)	190
Literacy (% male/female) (1998)	75/65
Primary school enrolment (% net, male/female) (1998)	80/75
Primary school children reaching grade 5 (%) (1998)	51
Use of improved drinking water sources (%)	92
Routine EPI vaccines financed by Government (%) (1997)	100
GNP per capita (US$)	1 680
One-year-olds fully immunized against: (1999)	
Tuberculosis	91 per cent
Diphtheria/pertussis/tetanus	78 per cent
Measles	83 per cent
Poliomyelitis	78 per cent
Pregnant women immunized against tetanus	40 per cent

[a] Excerpted from the publication "Progress since the World Summit for Children: A statistical review", prepared as a supplement to the Secretary-General's report "We the children: End-decade review of the follow-up to the World Summit for Children" (A/S-27/3), and therefore may differ from data contained in the text of this document.

The situation of children and women

1. The analysis of the situation of children and women in Guatemala remains essentially the same as described in the country note submitted to the Executive Board at its first regular session of 2001 (E/ICEF/2001/P/L.26).

Programme cooperation, 1997–2001

2. The previous country programme (E/ICEF/1996/P/L.23/Add.1) was designed to contribute to the fulfilment of children's and women's rights and to the improvement of the well-being of children and women in rural and peri-urban areas through two programmes — basic services and social policy development. One of the key results was the building of a broad partnership with civil society and Guatemalan churches to support reform of national legislation according to the Convention of the Rights of the Child. The Government also formulated a National Plan for the Eradication of Child Labour, which was adopted by the Social Cabinet in 2001 after a nationwide consultation process which included all relevant governmental and non-governmental actors. With strong technical input from UNICEF, and through an extensive process of consensus-building between civil society organizations (CSOs) and state institutions, the first national policy for gender equity in the history of Guatemala was formulated and a state secretariat for

women was established. UNICEF will continue to support both policies during the new country programme cycle.

3. The programme was able to generate the political will necessary to maintain universal fortification of sugar with vitamin A. Over the long term, the prevalence of vitamin A deficiency in children has been reduced from 20.4 per cent in 1987 to 5 per cent in 1999. After a 10-year effort, a salt fortification plant became operational, with a resulting direct impact on the nutritional status of children. In addition, major inroads were made with the Ministry of Education in the areas of budget increases, curriculum reform and the development of a policy and model for early childhood education (ECE), in which UNICEF was given a lead role. These actions contributed to increasing net primary school enrolment rates from 69 per cent in 1995 to 81 per cent in 2000. In addition, a national policy on bilingual education was formulated, with UNICEF support.

4. Within the framework of the basic services programme, four UNICEF-supported pilot projects served as the basis for the development of national policies and efficient methods of service delivery, as recognized by the mid-term review (MTR). In the area of water and sanitation, the Government adopted the UNICEF integrated model for water and sanitation, "*Agua, fuente de paz*" ("Water, fountain of peace") as the basis for its national water policy. The policy includes better coordination of diverse responsibilities for water and sanitation through a National Water Commission and an implementation strategy that combines low-cost water supply strategies with the empowerment of beneficiaries through training in water management and acquisition of knowledge about human, child and women's rights. In addition, three other UNICEF-supported pilot projects are serving as national models: (a) the Integrated Health Services System (Sistema Integrado de Atención en Salud (SIAS)), through which non-governmental organizations (NGOs) are subcontracted to expand coverage of basic health services. SIAS helped to decrease the infant mortality rate from 51 per 1,000 live births in 1995 to 45 in 2000; (b) the New Unitary School for Bilingual Intercultural Education (Nueva Escuela Unitaria Bilingue Intercultural (NEUBI)), which combines teaching in Spanish and Mayan with participatory instruction and teaching materials which strengthen respect for indigenous culture; and (c) "Proixil", a psychosocial project for children traumatized by war which helps to restore their self-confidence and happiness through play, sports and rights education, as well as provide psychosocial training for teachers and parents.

Lessons learned from past cooperation

5. The lessons learned as described in the country note remain valid.

Recommended programme cooperation, 2002-2006

	Estimated annual expenditure (In thousands of United States dollars)					
	2002	*2003*	*2004*	*2005*	*2006*	*Total*
Regular resources						
Social policy and community development	333	334	334	326	322	1 649
State of law and civic participation	135	131	126	122	120	634
Social transformation	222	222	218	212	209	1 083
Cross-sectoral costs	237	241	250	268	277	1 273
Subtotal	**927**	**928**	**928**	**928**	**928**	**4 639**
Other resources						
Social policy and community development	2 050	2 140	2 070	2 070	2 070	10 400
State of law and civic participation	1 530	1 400	1 290	1 290	1 290	6 800
Social transformation	1 670	1 050	1 230	1 230	1 230	6 410
Cross-sectoral costs	500	410	410	410	410	2 140
Subtotal	**5 750**	**5 000**	**5 000**	**5 000**	**5 000**	**25 750**
Total	**6 677**	**5 928**	**5 928**	**5 928**	**5 928**	**30 389**

Country programme preparation process

6. The strategy for the proposed country programme resulted from broad and intensive consultations, chaired by the Vice-President, between the Social Cabinet of the Government, UNICEF, some 80 CSOs, missions of donor Governments and United Nations agencies. These partners are fundamental to Guatemala's active involvement in the Global Movement for Children. The situation analysis from which the strategy was developed built on the findings of the Common Country Assessment (CCA). In November 2000, the country programme strategy, which had been developed under the coordination of the General Secretariat for Planning (*Secretaría General de Planificación Económica* (SEGEPLAN)), was formally approved by the Vice-President on behalf of the Government. The participatory process for preparing the strategy served as a platform for elaborating the country programme recommendation, which followed the same participatory process, again under the coordination of SEGEPLAN.

Country programme goals and objectives

7. The country programme will contribute to the processes of reconciliation, strengthening of democracy and development of a sustainable peace in post-conflict Guatemala through the creation of a culture of respect for human rights in general and the fulfilment of children's and women's rights in particular. The country

programme will pursue the following objectives: (a) entry into force and implementation of laws regarding children and women in compliance with the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women; (b) the reduction of the rates of infant and maternal mortality and malnutrition, in conjunction with increased school enrolment to the levels defined in the Peace Accords; (c) increased knowledge and civic engagement on human rights in general and the rights of children, women and indigenous people; and (d) the development and application of public policies for the fulfilment of children's and women's rights through dialogue and consensus-building.

8. The achievement of these objectives will be contingent on the State's increasing its tax revenues and social expenditures and on progress in implementation of the Peace Accords, without which the international community may be unable to provide the complementary funding upon which achievement of the programme objectives is predicated. The MTR will carefully reassess and adjust the objectives as a consequence of possible changes in the implementation environment.

Relation to national and international priorities

9. The country programme supports the Peace Accords, the Government's social policy objectives, the recommendations of the Guatemalan Truth Commission on peace education and citizenship, and the priorities defined by the United Nations Development Assistance Framework (UNDAF), counterpart government institutions and CSOs. Other important references for the programme are the recommendations of the Committee on the Rights of the Child on Guatemala's State Party report and the declaration of the tenth Ibero-American Summit, especially with regard to legal reform and intercountry adoption. The draft outcome document of the United Nations Special Session on Children and the organizational priorities outlined in the UNICEF medium-term strategic plan were also taken into account. The observations of the Committee on the Rights of the Child, expected in the last quarter of 2001, and the results of the Special Session on Children in September 2001 will guide future planning.

Programme strategy

10. The strategies remain the same as presented in the country note. In order to achieve the objectives of the country programme, three programmes have been defined, focusing on: (a) social policy and community development; (b) state of law and civic participation; and (c) social transformation. Issues of gender, multiculturalism and disaster preparedness will cut across the three programmes.

11. **Social policy and community development**. The programme responds to the conclusions of both the CCA and situation analysis that the central problem in Guatemala is inequity and social exclusion, particularly of the indigenous population. The programme aims to support improved fulfilment of the social and economic rights of children and their families, and is an integral part of the UNDAF priorities of eliminating cultural discrimination, promoting equitable development and overcoming the inequitable distribution of economic resources. The programme consists of three project areas: (a) social policy; (b) health and nutrition; and (c) water and sanitation.

12. The social policy project will support the Government and civil society in developing and implementing policies for integrated basic services to improve the situation of poor families. It will include technical assistance to define policies, objectives and strategies to reduce infant and maternal mortality and malnutrition, as well as other integrated, cross-sectoral policies. Its desired results will be: (a) the definition and implementation by the Social Cabinet of an integrated and participatory national social policy for children's, adolescents' and women's rights in line with the Peace Accords, as well as coordination with economic planners to protect state funding from budget cuts; (b) the participation by civil society in the design, implementation and monitoring of social policies; and (c) demonstrated progress in the fulfilment of children's and women's rights in 12 priority municipalities in four departments (Quiche, Huahuatenango, Guatemala City and Isabal), selected on the basis of their low social indicators and high vulnerability to disaster.

13. Technical support will also be given to strengthen the decentralization process at all levels, which includes: training to the Social Cabinet, SEGEPLAN and the National Institute of Statistics (*Instituto Nacional de Estadística*), and technical and financial support to the priority municipalities and departmental councils to develop plans to fulfil children's and adolescents' rights to participation, a name and nationality, education, recreation, health and nutrition, and protection from abuse, peace and family harmony. Municipalities will be able to allocate at least 40 per cent of their local budgets to social investments for children and their families, as opposed to current levels of 10-20 per cent. The involvement of such CSOs as churches, NGOs and youth and women's groups will be strengthened in 12 municipalities and at least four departmental councils. These actions will help to develop a model for "child-friendly" municipalities that can be replicated countrywide. UNICEF will monitor the results of public policies for children in an annual progress report about the fulfilment of children's rights. The report will include public statistics, information from NGOs and local situation reports prepared by youth groups. UNICEF will also support civil society in social auditing of social policies. The World Bank, the Inter-American Development Bank (IDB) and other United Nations agencies are partners in the development of this project.

14. The health and nutrition project will seek the following results: (a) the development, refinement and implementation of integrated national health policies for maternal and child health care; the reduction of maternal and infant mortality and low birth weight; adolescent health; mental health; drug and alcohol abuse; and HIV/AIDS; (b) the formulation of nutritional policies in consensus with civil society, which support a 10 per cent reduction of global malnutrition and a 30 per cent reduction of underweight births; (c) sustaining the current level of coverage by SIAS at 80 per cent and extending it to 90 per cent, focusing on remote unserved communities; (d) the participation by civil society in the definition, implementation and monitoring of health and nutrition policies; and (e) ensuring that culturally appropriate basic health services, including preventive primary health care, immunization, mental health and nutritional education and surveillance, are demanded and made available in all priority municipalities.

15. Project activities will include advocacy and technical collaboration to develop integrated health policies, including a national policy on the prevention and treatment of HIV/AIDS. Policies for addressing the chronic problems of cholera and vaccine-preventable diseases will receive special attention. Training will be provided to health personnel and the general population. Information campaigns will be conducted on HIV/AIDS prevention, reproductive health, mental health,

adolescent health and the elimination of intra-family violence. In exceptional cases, such supplies as generic drugs or educational materials will be provided. Technical assistance will improve obstetric services and prenatal and post-natal care, and support the development of policies for youth and of "youth-friendly" health services, including mental health.

16. In the area of nutrition, in addition to continuous advocacy to formulate and implement national policies on breastfeeding, food security and fortification, UNICEF will provide technical assistance and institutional support to the Nutrition Cabinet, the Ministry of Health and the National Commission for Food Fortification. These partners will give priority to maintaining universal fortification of sugar with vitamin A and to achieving universal salt iodization. UNICEF will also support the development of adequate policies and services for early childhood care, including systems for growth monitoring and nutritional education in schools, families and communities. In addition, UNICEF will provide technical assistance for the review of national policies for food security and nutrition. UNICEF will work closely with the Pan American Health Organization/World Health Organization (PAHO/WHO), the United Nations Development Fund for Women (UNIFEM), the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Population Fund (UNFPA) and the World Food Programme, as well as the European Union.

17. The water and sanitation project aims to support efforts to: (a) complete the reform and modernization of the water and sanitation sector; (b) implement the basic model of integrated coverage of water and sanitation in previously unreached or remote areas; (c) develop demonstrated institutional capacities for disaster mitigation and prevention in the water and sanitation sectors; (d) increase demand by civil society and community groups for fulfilment of the right to clean water and sanitation facilities; and increase local management of integrated water systems, effective hygiene habits and water-related health prevention; and (e) promote water and sanitation in 2,000 schools and provide access to adequate water and sanitation services to at least 90 per cent of the population in the 12 priority municipalities.

18. UNICEF will provide technical assistance to formulate and implement a consensus-based, integrated national water and sanitation policy, and strengthen the National Commission for the Modernization of the Water Sector. UNICEF will support investments in remote areas and in low-cost technologies, and promote the basic model for integrated community-based water supply and hygiene education. The project aims to reduce the incidence of diarrhoea cases by 25 per cent through training professionals and community members in 750 communities, and expanding access to adequate water and sanitation services in priority municipalities and in schools. In addition to the Government, key partners will include IDB, the European Union, the German Development Bank (KfW) and the Government of Spain.

19. Within the country programme, the project will also coordinate emergency interventions and overall planning and implementation of disaster preparedness, in line with the core corporate commitments of UNICEF. Technical assistance will be provided to the national system of disaster prevention, mitigation and response for regular updates of vulnerability analyses, as well as to strengthen technical and administrative capacities. Networks of cooperation between governmental institutions and civil society, including the private sector, will be enhanced to support the response capacity of municipal councils.

20. Regular resources (14 per cent of the programme's budget, 36 per cent of available regular resources) will be used for technical assistance to generate social policy changes. Other resources will support going to scale with successful pilot

experiences, the empowerment of civil society, and building capacities of state and civic institutions that supply basic services.

21. **State of law and civic participation**. The programme will address problems in the areas of children's and women's rights arising from a weak democratic culture, including a legal framework that is inconsistent with the Convention on the Rights of the Child, a judicial system that does not guarantee the rights of juvenile offenders or take adequate care of children who are victims of violence, a lack of spaces for the participation of children, adolescents and women, and weak civil society. The programme is an integral part of the UNDAF priority on consolidation of the democratic state of law and promotion of the State's modernization, and comprises two projects.

22. The legal reform, justice and protection project seeks the following results: (a) application of laws and policies for the protection of children and women, in line with the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination against Women and the Hague Convention on Intercountry Adoptions; (b) effective follow-up by the judicial system to accusations of violations of children's and women's rights and guarantees as to international standards of due process for juvenile offenders and children who are victims of violence; (c) improved quality and expanded coverage of social policies and services for prevention, protection and attention to children who are victims of violence, juvenile offenders and abused women; and (d) implementation of the national policy for the elimination of exploitative child labour so that children are no longer engaged in fireworks production and stone-cutting, and those who must work in other activities are protected from physical, mental and moral harm.

23. UNICEF will advocate for and provide technical support to the Congress and the judicial system to develop and implement a legal framework that protects children's and women's rights; reforms legal processes to guarantee alternative procedures for juvenile offenders and children who are victims of rights violations; and properly regulates intercountry adoptions through a central state authority. Technical assistance and training will be provided to judges, lawyers and police forces on the correct application of national and international standards in the treatment of children and adolescents. UNICEF will also provide technical assistance and support strengthening of institutions to improve mechanisms to prosecute adults who currently violate children's and women's rights with relative impunity.

24. The project also seeks to improve the coverage and quality of services for abused women, children and adolescents and of programmes for the social reintegration of juvenile offenders. In addition, it will support the creation of a network of 100 municipal child rights councils and child defence committees. The project will contribute to the implementation of the National Plan for the Eradication of Child Labour, the National Plan for the Prevention and Protection of Victims of Intra-Family Violence, and the National Plan for Equal Opportunities for Women. UNICEF will coordinate its assistance with the International Programme on the Elimination of Child Labour of the International Labour Organization (ILO), the Inter-Agency Group for Women, the United Nations Development Programme (UNDP), UNIFEM, UNFPA, the United Nations verification Mission in Guatemala (MINUGUA) and such international NGOs such as the Save the Children Alliance.

25. The civic participation project aims to: (a) strengthen networks from national civil society that promote, demand, defend and monitor the rights of children and women; and (b) ensure that youth and women leaders are knowledgeable about their

rights, and are able to formulate or negotiate legal and public policy proposals and mobilize support for their implementation. Both results will strengthen national participation in the Global Movement for Children. Through advocacy, the project will develop ways for participation by and consultation with children, adolescents and women in local and national decision-making. This will include technical assistance to the Government, municipalities and youth organizations for the development of policies on youth, "youth-friendly" services and training for youth leaders in rights, peace, democracy, social mobilization and skills for intergenerational dialogue. The frequently neglected right to recreation will be supported by awareness-raising and the provision of some supplies.

26. Owing to strong support by donors for programmes which contribute to good governance, regular resources (9 per cent of the programme budget; 14 per cent of available regular resources) will be used to provide legal expertise. Other resources will be allocated to activities which develop protection mechanisms and empower civil society to assume the democratic role.

27. **Social transformation**. The programme will address the problems of poor indicators of the coverage and quality of education; exclusion, particularly of girls and indigenous children, from the educational system; and a lack of knowledge and practice among children, adolescents and adults of democratic behaviour and respect for human rights. The programme will concentrate on improving the quality of bilingual intercultural education for children and on promoting values and practices of respect for children's rights in schools and communities. The programme is part of UNDAF priorities for the elimination of cultural discrimination and the promotion of equitable development and consolidation of the democratic state of law and promotion of the State's modernization, and consists of two projects.

28. The education project will support reform of the educational system so that it may respond adequately to Guatemala's cultural and ethnic diversity through the decentralization of services and supervision, and the provision of quality education to all children. The project aims to increase coverage, improve quality and reduce drop-out rates, especially of indigenous girls, by pursuing the following objectives: (a) including a policy for quality education within the education reform and implementing the concept of "child-friendly" schools; (b) expanding coverage of primary bilingual education from 7 to 20 per cent; (c) establishing nationwide, low-cost, pre-school and early childhood education, based on a new pedagogic model that enhances tolerance, mutual respect and intercultural sensitivity; and (d) providing peace education to 500,000 adolescents, teaching them about democracy and human and children's rights.

29. The project will provide technical assistance in the areas of curriculum reform, teacher training, pedagogical methods and textbook development, especially to include rights and multicultural issues. Priority will be given to improving the quality of girls' education and their enrolment and retention in bilingual schools. The democratic elements of education will be strengthened through teacher training in participatory (child-focused) methods, non-discriminatory pedagogical approaches, the promotion of democratic behaviour and practices among pupils, and the establishment of school councils in 70 per cent of the public schools. UNICEF will support the formulation of policies for ECE and to reform the pedagogical model applied in the public programme for early childhood stimulation for nearly 1 million children under two years of age. The project will be complemented by the country programme's health and nutrition projects. NEUBI, a UNICEF-supported pilot project, is the bilingual education model being expanded nationally with funds

from the World Bank. UNICEF will contribute complementary technical assistance for teacher training. Following the recommendations of the Guatemalan Truth Commission, UNICEF will strengthen the programme for civic education and support a wide variety of actions for peace education and historical memory. The agencies active in education, including the United Nations Educational, Scientific and Cultural Organization (UNESCO), UNDP, UNICEF and the World Bank, as well as the European Union, German Technical Cooperation (GTZ) and the United States Agency for International Development (USAID), are part of an inter-agency network to monitor national educational policies and their implementation.

30. The communication project seeks to: (a) increase mass communication on rights issues, i.e. peaceful resolution of conflict, intercultural dialogue, intra-family violence and child labour; (b) improve the knowledge and professional practices of social communicators from more than 40 mass media and local networks in children's and women's rights, gender, indigenous rights and interculturalism, disaster preparedness, peace and democracy; and (c) strengthen social communicators' networks that promote children's and women's rights at local and national levels. The project will train professional journalists, adolescents and young people, as well as leaders from rural communities, in communication techniques and human rights. It will provide technical and logistical support to rural radio stations and local social communication networks. The project will also support the communication activities of the other programmes. The objective of the communication activities is a 40 per cent increase of knowledge on human, children's and women's rights within the general population, with 50 per cent of the population in the 12 priority municipalities to acquire knowledge of rights.

31. Regular resources (15 per cent of the programme's budget; 23 per cent of available regular resources) will finance technical assistance for the development of educational policy, advocacy and training for media, state institutions, NGOs and community groups. Other resources will be used for technical assistance in curriculum reform, peace education and for training of social communicators.

32. **Cross-sectoral costs** will cover programme implementation costs that are not attributable to individual programmes but are clearly linked to programme delivery, including support staff costs and other operational functions.

Monitoring and evaluation

33. The integrated monitoring and evaluation plan consists of four components: (a) monitoring to follow up on international agreements and recommendations, relying on public sector data as well as data revised by the United Nations system in Guatemala; (b) monitoring of national commitments for implementing children's rights according to the Peace Accords and the Government's social policy, including an annual report on the situation of children's rights to which adolescents and young people will contribute; (c) monitoring the achievements of the country programme; and (d) monitoring of internal management (finance, operations, donor reporting, etc.).

34. The key indicators for assessing progress towards major objectives include: (a) the level of application of laws that are consistent with international standards in the areas of children's and women's rights; (b) rates of reduction of infant and maternal mortality and malnutrition as compared to the levels defined in the Peace Accords; (c) the level of knowledge about human and child rights among the country programme's target population (with the goal of a rate that is 40 per cent

higher than the average); and (d) the number of public policies for women and children developed through dialogue and by consensus with civil society (with a baseline yet to be established). Where such data are not yet routinely collected, UNICEF will provide technical and financial support to improve the monitoring and evaluation capacity of the National Statistics Institute as well as of NGOs, youth groups and other relevant partners.

35. Evaluations will concentrate on qualitative methods to assess progress in social and cultural changes, analyse achievements and setbacks in the peace process regarding children and women, and gauge national capacities for the protection and fulfilment of children's rights. These and such other evaluations as one of water and sanitation coverage will be reviewed during annual reviews and during the MTR in 2004.

Collaboration with partners

36. In order to achieve significant progress in the fulfilment of children's and women's rights in Guatemala, UNICEF relies heavily on strategic partnerships with other multilateral and bilateral agencies working for sustainable peace. The main framework for that collaboration is UNDAF, in addition to such inter-agency groups as UNAIDS, the inter-agency group for education and the Consultative Group of International Agencies for the Integral Protection of Children's Rights in Guatemala. Close partnerships are already functioning and will be strengthened with MINUGUA, and with IDB, ILO, PAHO/WHO, UNDP, UNESCO, UNFPA, the Office of the United Nations High Commissioner for Refugees and the World Bank, in addition to the European Union, GTZ, KfW and USAID. Regular contacts will be maintained with regional and international human rights institutions, specifically the Office of the United Nations High Commissioner for Human Rights, the Special Rapporteurs of the Commission for Human Rights, the Committee on the Rights of the Child and the Inter-American Commission for Human Rights.

37. UNICEF will also expand the number of other partners to include chambers of commerce, business associations, trade unions, peasants' organizations, Mayan organizations and churches. NGOs working in social services will be approached as partners for advocacy and programme implementation, which is important to guarantee the sustainability of agreed public policies. The Social Movement for Children's Rights will remain an important partner, as will youth organizations and networks strengthened by the programme. The country office will rely on an advisory youth council to incorporate the vision and suggestions of young representatives into programme planning, implementation, monitoring, evaluation and annual reporting. All of these partners will be encouraged to be active members of the Global Movement for Children.

38. The country programme will rely on ongoing funding partners. It can be expected that the focus of the programme on peace, democracy and state of law will be able to attract new donors. They will also be requested to support advocacy for children's and women's rights and possible concerns on rights violations in their policy dialogue with the Government. As in the past, the UNICEF office will prepare the groundwork for its resource mobilization by systematically strengthening ties with donors through field visits, information and media work and common technical activities. This will also include advocacy and technical support to delegations of parliamentarians, evaluation missions by cooperation ministries and to volunteers, professional staff and journalists.

Programme management

39. The Social Cabinet and SEGEPLAN will coordinate implementation and review of the country programme, including joint annual reviews with the Government, NGOs and other relevant partners. The relevant sectoral ministries and national institutions will manage the programmes under their jurisdiction. For each project, a coordinator will be designated with overall responsibility for planning, management and monitoring of implementation. The project coordinator will work closely with the respective UNICEF officer.

40. The development of the office's management objectives has been guided by the rights-based approach to programming. Implementation of a rights agenda within the country programme demands integrated, cross-sectoral teamwork to ensure that the principle of indivisible and interdependent rights is upheld in UNICEF interventions. The rights agenda and the Global Movement for Children also demand that UNICEF staff reach out to build alliances. The proposed office structure aims to strengthen programme management, as opposed to project management. This should improve the projects' synergy and impact on programme objectives. The main change is the introduction of a senior international officer to manage the programme for community development and social policy, and one to manage jointly the programmes for the state of law/civic participation and transformation. Overall, the changes create extra capacity for alliance-building and facilitating participation by civil society, women and adolescents.

TABLE

COUNTRY : GUATEMALA
PROGRAM : 2002-2006

LINKAGE OF PROGRAMME BUDGET AND STAFFING/STAFF COSTS

PROGRAMME SECTION/AREAS AND FUNDING SOURCE	PROGRAMME BUDGET			POSTS a/										STAFF COSTS b/		
	RR	OR	TOTAL	D2/L7	D1/L6	P/L5	P/L4	P/L3	P/L2	IP	NP	GS	TOTAL	IP	LOCAL	TOTAL
REGULAR RESOURCES :																
SOCIAL POLICY AND COMMUNITY 1/	1,649,000		1,649,000	0	0	0	1	0	0	1	0	0	1	727,923	0	727,923
STATE OF LAW AND CIVIC 2/	634,000		634,000	0	0	0	0	0	0	0	0	0	0	0	0	0
SOCIAL TRANSFORMATION	1,083,000		1,083,000	0	0	0	0	0	0	0	0	0	0	0	0	0
CROSS-SECTORAL COSTS	1,273,000		1,273,000	0	0	0	0	0	0	0	1	6	7	0	895,939	895,939
TOTAL RR	4,639,000		4,639,000	0	0	0	1	0	0	1	1	6	8	727,923	895,939	1,623,862
OTHER RESOURCES :																
SOCIAL POLICY AND COMMUNITY 1/		10,400,000	10,400,000	0	0	0	0	0	0	0	3	0	3	0	1,287,037	1,287,037
STATE OF LAW AND CIVIC 2/		6,800,000	6,800,000	0	0	0	0	0	0	0	2	0	2	0	859,366	859,366
SOCIAL TRANSFORMATION		6,410,000	6,410,000	0	0	0	1	0	1	2	1	0	3	1,188,054	268,780	1,456,834
CROSS-SECTORAL COSTS		2,140,000	2,140,000	0	0	0	0	0	0	0	1	4	5	0	791,450	791,450
TOTAL OR		25,750,000	25,750,000	0	0	0	1	0	1	2	7	4	13	1,188,054	3,206,633	4,394,687
TOTAL RR & OR	4,639,000	25,750,000	30,389,000	0	0	0	2	0	1	3	8	10	21	1,915,977	4,102,572	6,018,549
SUPPORT BUDGET	Operating costs		2,178,720													
	Staffing			0	0	1	1	0	0	2	3	5	10	1,603,941	2,142,234	3,746,175
GRAND TOTAL (RR + OR + SB)				0	0	1	3	0	1	5	11	15	31	3,519,918	6,244,806	9,764,724
Number of posts and staff costs:																
Current programme cycle										3	13	18	34			
At the end of proposed programme cycle (indicative only)										5	11	15	31	3,519,918	6,244,806	9,764,724

RR = regular resources.
OR = other resources.
IP = international Professional.
NP = national Professional.
GS = General Service.
SB = support budget.

a/ Each post, regardless of its funding source, supports the country programme as a whole.
b/ Excludes temporary assistance and overtime.

1/ SOCIAL POLICY AND COMMUNITY DEVELOPMENT
2/ STATE OF LAW AND CIVIC PARTICIPATION

E/ICEF/2001/P/L.26/Add.1